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# Executive Development

*Leadership can be learned, taught...*

**Chief Executive Officer Seminar  
American Public Transportation Association**

**February 12, 2013**



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# Public Transportation- Business Drivers

- **More than 50 percent** of transit industry workers are expected to retire **within the next five to 10 years**, according to the American Public Transportation Association

Source: APTA

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# Public Transportation- Business Drivers

- “Finding and **developing top talent is a key priority** for me... We are short on the quantity and quality of leaders I need.”
- “I’m under board pressure to better define our **succession plan for our key roles.**”

Source: Project F-15, TRB Study

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# Private Sector- Business Drivers

- 68% of CEOs say **fostering a skilled workforce** should be a top government priority
- 89% of CEOs are focused on **developing their leadership pipelines**, including active succession planning

Source: PwC, 16th Annual Global CEO Survey, January 2013.

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**Why?**



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# Case for Executive Development



- Formal **leadership process** in place
- Sr. Management **recruited from internal talent** pools
- Strong **commitment level of CEO** to leadership development programs

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# Case for Executive Development

- Organizations reporting “strong” leadership development are **1.5 times more likely to be established in Fortune’s “Most Admired Companies”**
- Top-tier leadership organizations demonstrated a **3-year total shareholder return**, compared to peer organizations

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# Public Transportation Need...



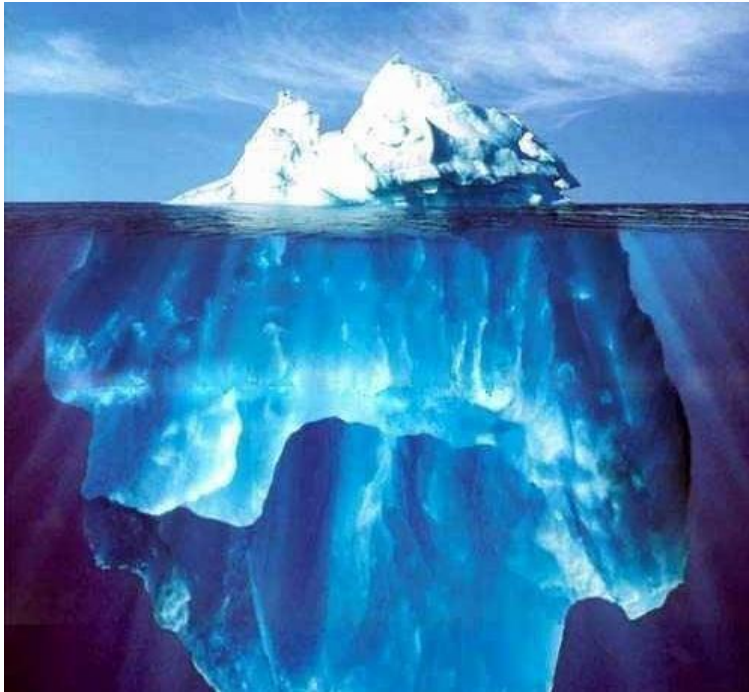


# Transit Executive Competency Model



- Transportation Research Board
- Organizational Systems International
- Office of Personal Management

# What Do Competencies Tell Us?



— *Persistent Pattern of Behavior*

*Associated with  
Thoughts and Feelings*

— *Enabled by  
Knowledge, Skill, Ability and other  
Characteristics*

*and Driven by  
Values, Attitudes, Beliefs, and Personality*



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# Establishing Criteria

- **Step 1:** Assemble subject matter experts
- **Step 2:** Discuss job requirements for CEO role
- **Step 3:** Select 6 to 8 competencies
- **Step 4:** Establish action plan
- **Step 5:** Report



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# Discussion



- Themes of competencies selected
- Themes for creating learning experiences



# Establishing Criteria

PERFORMANCE CRITERIA	
TASK	PERFORMANCE CRITERIA
VISION AND DIRECTION	<ul style="list-style-type: none"><li>• Plans, goals and objectives that excite and inspire the community</li><li>• Community participation in mobility/transportation planning is high</li><li>• Steady progress is made toward the long range vision in spite of obstacles</li></ul>
BOARD OF DIRECTORS RELATIONS	<ul style="list-style-type: none"><li>• Adequately communicates key issues with the Board of Directors – no surprises</li><li>• Makes good use of Board of Directors expertise and time</li><li>• Guides Board of Directors to sound decision making</li></ul>



# System For Development



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# Perspective



**Michael Ford**

*Chief Executive Officer*  
Ann Arbor Transportation  
Authority



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# Final Thoughts...

